

# Neighborhood Planning for Community Revitalization

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Jordan Neighborhood Crime Research

A CONSORTIUM PROJECT OF: Augsburg College; College of St. Catherine; Hamline University; Higher Education Consortium for Urban Affairs; Macalester College; Metropolitan State University; Minneapolis Community College; Minneapolis Neighborhood Revitalization Program; University of Minnesota (Center for Urban and Regional Affairs; Children, Youth and Family Consortium; Minnesota Extension Service); University of St. Thomas; and Minneapolis community and neighborhood representatives.

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Center for Urban and Regional Affairs  
University of Minnesota  
330 Humphrey Center

Jordan Neighborhood Crime Research

by  
Bryan Crystal

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Jordan Neighborhood Crime Research Summary  
1/27/95

#### Outline

- I. Library Research
- II. Police Statistics
- III. Meetings/Conversations with related officials
- IV. Interviews with Jordan residents

#### Library Research

With the goal of gathering information on the issues of what other neighborhoods in the Twin Cities and across the United States had done to combat the issues of gunshots, prostitution, police accountability, drugs and loud noise, I came up with very little information, as there was no information regarding issues of gunshots or loud noise, and articles about the other issues were usually written about governmental or police initiatives.

On the issue of police accountability I found no more than an article that had originally appeared in *The City Pages*, an article that bemoaned the unfair process involved in forming a board to deal with citizen complaints of police brutality and misconduct. Though racially balanced (an important issue in light of the fact that the issue in many cases is a racial one), the appointments were made both by city council leaders as well as by the mayor. Though the demand for the board came from community outcry, the board - which consists of several current and former police officers, has held the policy of appeasement to the police. On reading the administrative rules of the Minneapolis Civilian Police Review Authority, I discovered that the exclusive right of punishment belonged to the chief of police. Since its formation, public sentiment has been against

the 'puppet' board.

On the issue of drugs, there was some literature on measures that other communities had taken to combat drugs. Neighborhood watch patrols with uniforms and CBs to contact the police about suspected activity have been common over the last few years. Many cities have hotlines to call if in the case of predicted or suspected drug activity. In Richmond, VA one-tenth of all calls has led to an arrest. For the most part, the successes have been in the multi-pronged approaches, combining neighborhood watches and hotlines with efforts to clean up the neighborhood, particularly the vacant lots, board or demolish vacant houses, evict drug dealing tenants or deal with the landlords of drug houses, hold marches or rallies to promote awareness and a sense of community, educate the youth about the dangers of drugs, and focus upon other preventative measures. Anti-loitering campaigns, media campaigns to show the public the truth about drug users (and that in many cases the majority of the buyers are suburbanites), and attempts to put neighborhood taxes on liquor and tobacco, which would be used for preventative education and rehabilitation.

A study of the programs developed by the Robert Wood Johnson Foundation Grants to cities of 100,000 to 250,000 people found that many of the problems inherent in working a community drive are political and that in those areas where a lead organization was designated and given absolute control over the project, there was more noted success. Also, the smaller projects that dealt with smaller neighborhoods also showed more positive responses, a

strong argument for decentralization and community based initiatives. One Philadelphia neighborhood has been successful in gathering a group of dedicated community members to storm noted drug dealing blocks with signs or have vigils outside of noted crack houses. They also have 'Dealer of the Week' posters put up throughout the community. A Minneapolis study found that two per cent of all addresses were hosts to all of the cities robberies. Extensive patrolling in a targeted neighborhood lead to a twenty per cent decline in robberies.

A study of thirty-six inner city neighborhoods was done, with the hypothesis that the higher the neighborhood drug problem, the fewer would-be attempts to counter it. The study turned out to be partially true - awareness of the problems, though not the solutions, was stronger in the poorer of neighborhoods, however fear was as well, and neighborhood watches were increasingly rare in accordance with the higher poverty levels of the most downtrodden of neighborhoods. Community organization budgets highly effected the efforts, as the communities with the least assistance showed the least concerted effort to deal with the problems.

A study of four neighborhood anti-crime/community improvement drives looked at four neighborhoods in Miami, Philadelphia, Seattle and Baltimore. All four studies took place in poor inner-city neighborhoods with high crime rates and received some degree of federal money to work their drives. All four of them reported some degree of success compared to four parallel control neighborhoods, and fear of crime decreased as

the belief that citizens can make a difference in their communities gained faith. However, in all of the neighborhoods, participation always remained at below five percent of the population, and except for in Baltimore, where the neighborhood was the smallest, only the vast minority had even heard of the drive.

On the issue of prostitution, a local newspaper reported on the actions of the Hawthorne Area Community Council (HACC) and their attempts to deal with prostitution on their section of Broadway. During the fall they held a pair of prostitution campaigns - 'Corner by Corner' directed towards prostitutes and 'Flush the Johns' directed towards their customers. The campaigns involved bringing angry community members to Broadway street corners with signs that would disrupt prostitution activities and were aimed at scaring off prostitutes and 'johns' or at least getting them to think twice about their activities. The campaign was deemed successful in fostering community comraderie and of clearing the streets of prostitution during the time of the campaign. Community members would use video cameras to record the license plates of the cars of johns. This surveillance was done in accordance with the Minneapolis Police Department. Since 1994, there has been an ordinance allowing for the towing of the cars of 'johns', a law that has been enforced fifty-five times between February and December 1994. This law has been applied with a lot of success in Portland, Oregon, however, there exists some skepticism about the constitutionality of the law.

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### **Police statistics**

Maps were collected from Community Crime Prevention-SAFE, a division of the Minneapolis Police Department. They showed prostitution and narcotics arrests. The prostitution statistics showed a definite concentration of busts upon Broadway, though the number of busts per month was found to be almost negligible in comparisson to the community oriented problem, as well as citizen reports on how many (more) busts they witnessed. Narcotics arrests were higher, but information on the nature of the arrests was difficult to obtain. Between 1991 and 1993, an average of sixty-six narcotics and seventy-four prostitution arrests were made per year.

Statistics were also obtained on phone calls to the Jordan neighborhood on shootings, and it was found that approximately one-tenth of all shots fired actually hit a victim.

### **Meetings/ Conversations with Related Officials**



Ann Betzner - Whisper

Whisper, a Twin Cities anti-prostitution organization involved in helping women get out of prostitution supported programs to go after the 'johns' as opposed to the prostitutes. The towing of cars and the sending of letters to the homes of 'johns' were the most advocated means of stopping the customers - the majority of whom are not from area neighborhoods, but more commonly suburbanites. There are currently 1,500 homeless youth in the Twin Cities, and the average age for a woman to begin work as a prostitute is fourteen years. In the last year there have been seven murders of female prostitutes, and WHISPER made claims that there have been multiple cases of policemen raping prostitutes in Minneapolis.

Ron Pauline - Summit-University Planning Council

A long-term community leader in the neighborhood, Mr. Pauline advocates active confrontation of loiterers that look suspicious. He also supports active confrontation of drug houses, and the giving to the inhabitants, one warning before reporting to the police. He states that eighty to ninety percent of criminal activity is stoppable by citizens, and he blames men in general for being lazy about combatting crime.

Roger Banks - The Urban League

Mr. Banks described his organization as one dedicated to working with making the police accountable to citizens who were victims of police mistreatment. They are something of a support

and reference service to victims and involve themselves in getting victims to file complaints to the Civilian Review Authority. They review blue cards (sustained allegations) and have a hotline receiving calls about police mistreatment. They have a form that they have victims fill out and are in the process of gathering annual statistics that will be drawn from those forms. They are also involved in police officer community education, whereby new officers must pass through a week of Urban League sponsored conduct education and training.

Hope Melton - Safe Cities Coordinator (St. Paul)

Mrs. Melton complained about the highly hierarchical structure of the Minneapolis Police Department and urged Jordan community members to get involved in the choosing of a new police chief. She spoke of the importance of having police officials and officers with experience if not degrees in social work. She referred to Portland, Oregon and Edmonton, Alberta, Canada as cities with exemplary programs of community oriented policing. Edmonton specifically has a program whereby officers take their directions to a large extent from the community and operate out of neighborhood-based substations. She states that St. Paul has instituted a similar program and now have seventeen substations throughout the city.

She spoke positively of several St. Paul community crime prevention programs. She spoke of a Conflict Resolution Center that deals with arrested juveniles and involves victim/offender confrontation in a community setting. A University of Minnesota

study showed positive results that showed that the assailants do not repeat their crimes at nearly the same rates. She also spoke of a Citizens Council for Crime and Justice as well as a Neighborhood Safety Audit program. Also, programs to catch absentee students on the streets or in malls, as well as programs to help newly arrived families to move in were positively mentioned by her.

Carol Oosterhuis - CCP-SAFE

The new community crime prevention coordinator for the Jordan neighborhood, Mrs. Oosterhuis advocated Personal Safety Workshops as a means for community education in crime prevention. Police inspectors could come to such workshops to inform citizens on what they can do to help the police to fight crime, as well as to update current investigations. In the case of assaults, burglaries and rapes, she recommended crime alerts - door to door flyering and postering of wanted assailants. She further stated that 1,000 cars are dispatched daily city-wide and that twenty-five percent of the dispatches come from 911 calls.

Roger Streader - Hawthorne Area Community Council

Mr. Streader spoke very highly of the influence of neighborhood watches in deterring criminals and raising community awareness and comraderie. He described the aforementioned 'Flush the johns' and 'Corner by Corner' campaigns and advocated getting not only community residents but staff and board members to get involved in neighborhood watches.

Dan Niziolek - CCP-SAFE and Luther Krueger - Lynwood Area  
Community Council

They spoke of the importance of having a rental property owners group in a neighborhood that carefully screen tenants. Greater lighting in fighting prostitution was advocated, and getting SuperAmerica and other convenience stores not to sell to customers with boomboxes blaring in their vehicles. Many police and community council references were given.

Susan Bowman - 911 shift supervisor

Explained that calls receive priority classifications. Priority one includes all calls of danger in progress and if there are any weapons involved. Officers are immediately dispatched for such calls. Priority two calls are those for crimes with no suspects around or nonviolent disputes, officers are expected to arrive at the sight of a crime within thirty to forty minutes of the call. Priority three is for calls of disturbances. Though calls for gunshots are considered priority two calls, the operators are often very busy and if there are no available patrols, such calls are often put on the backburner.

#### **Broadway Prostitution Interviews**

Jill Tollefson and I spent an afternoon talking to store managers on Broadway. We talked to the store manager at Burger King, the store owners at the Liquor store at the corner of Penn and Broadway and Applegrens at Morgan and Broadway, a waitress at Delisi's, as well as the store manager at a convenience store at Newton and Broadway. The issue of public restrooms was an issue

as prostitutes would want to use them at all hours, and one establishment had to shut their's down. It was agreed that prostitution had left Penn and Broadway but was rampant from Broadway and Morgan up to Broadway and Emerson and into Hawthorne. All interviewed people seemed fatalistic about the possibility of getting rid of prostitution from Jordan without displacing it, and several believed in controlled legalization. The general sentiment was one of compassion for the prostitutes and disgust for the johns. Prostitution is busiest in the summer months, on Sundays when there are fewer police officers, and from five in the afternoon until six in the morning. Prostitutes and their clients are said to have sex in alley ways and cars, and prices run as low as ten to fifteen dollars. The women usually stand on street corners, while the johns more frequently operate out of cars. Everyone we talked bemoaned the effect of the prostitution upon the communities image and reputation. All agreed that many of the prostitutes seemed to have drug problems and that the sex and the drug trades are closely related. Better lighting on Broadway was recommended as a potential way of getting prostitutes to leave certain corners.

Broadway and Morgan, where Applegren's is located is said to be the most active corner in the state. Mr. Applegren attests to that and says that commonly there are three women prowling the area, running up to ten tricks per night, with a pimp using a whistle lurking in an alley way nearby. Johns can be very dangerous and Mr. Applegren has faced gunpoint before when going to talk to one of them. The prostitutes run scams at his store

and have robbed him in the past. On the sidewalk in front of his store, an employee of Mr. Applegren found approximately 250 condoms. Police are reported to occasionally come by and bust prostitutes, but many have developed effective strategies to avoid being caught.

### **Interviews with Jordan Residents**

#### **1. General concerns**

- Many residents feel as if their neighborhood does not belong to them. There are different codes of behavior that are in conflict, as is common in any multi-cultural environment. Most of the people I interviewed spoke positively of the people in the neighborhood, but said that some had different standards of behavior. Whether that means being loud late at night, or not introducing themselves to their neighbors upon moving in, or just not saying hello on the street. Some residents felt that there may be so many loud noises, especially during the summer, that many residents just accustom themselves to it, and would not react if it were a serious situation, because there is so much loud screaming that is not associated to any particular crimes or emergencies. Many residents involved in local block clubs are disillusioned by the lack of participation among neighbors. Lack of African-American involvement was noted by some community members, and a few residents were concerned that the block clubs are too big, as crime could be very different, block by block. Many residents felt unsure about the roles that JACC, SAFE and CARE play in organizing the community and dealing with its crime

issues.

Many community members felt discouraged by the lack of parenting given to many children, and blamed parents for the crimes of their children. Some community members blamed renter transience for crime problems and lack of neighborhood comraderie. All residents showed some degree of fear about confronting party houses, and elderly residents spoke of being nervous about even walking on the street. Many residents feared that the atmosphere had changed over the last fifteen years and that property values have fallen as crime has picked up. Areas with 'no direct sense of ownership' were pegged as those places most likely to be crime ridden (ie.- parking lots, parks). Many residents were concerned that many ways of dealing with drugs and prostitution were short term answers.

A lot of the anger of Jordan area residents was directed at the police, who often do not respond to 911 calls, and often conduct themselves disrespectfully towards local residents. Concern was shown that the police would only make small drug busts because they are afraid to confront the potentially more dangerous, but larger scale drug dealers. Many local residents accused police officers of not being thorough enough in their investigations, and not warning suspects about the effects of their actions. Many residents feared that police officers do not listen to their surveillance. A way by which they could be held accountable for their behavior was considered an important potential solution to this problem. Some residents complained that police officers refused to give their names, not wanting

their identities to be disclosed. Many residents felt disappointed that police officers do not attend community meetings, which would make them feel out of touch with the police force. Education for police officers about how to deal with and be involved with community groups was a potential solution that was brought up.

#### A. Gunshots

Complaints often surfaced about the fear that gunshots would bring to residents. The summer months were generally considered to be the most active time of year for residents to hear gunshots. A certain sense of futility arose when the possibility of calling 911 was mentioned as residents tended to feel that the police either would not or could not arrive in time to react to the shots. While cases arose when residents witnessed the effects of what seemed to have been premeditated acts of violence, often residents seemed to look upon the instances usually as cases when the perpetrators of the crimes were just being drunk and rowdy.

#### B. Drug Dealing

Complaints often surfaced about the noise that would come from party houses that were dealing drugs. Some residents displayed anger towards landlords who would not screen their residents and therefore allow anybody to move into their property. A sense of worry about the mental health of people on the streets was brought up, particularly by certain older residents, distressed about having to interact with somebody high on drugs. Constant worry was shown concerning the dangers that drugs are to children. Some residents complained about having to see drug dealing from out of their windows.



### C. Prostitution

Complaints came from both men who were tired of being solicited and from women who felt that men would try to pick them up if they would only stand on a street corner for a few minutes. Concern about the welfare of the prostitutes was constantly cited. Prostitution was often linked to the activity going on in local drug houses.

### D. Loud Noise

Complaints about late night party houses, particularly active during the summer months were brought up. The sense of fear and alienation that are associated with being in a neighborhood where criminal activity takes place seemed to be most embodied in the issue of loud noise. This being because of the blatant lack of respect that it involves. One resident noted that there is so much unnecessary screaming in the streets that in the event of an emergency situation, it is likely that no one would come to the aid of somebody who is truly in need of help, just because there is already so much false screaming in the neighborhood. Residents seemed either scared to confront the people making the noise, or lacking faith in the police to put an end to the situation if called.

### E. Police Accountability

Complaints that the police do not respond to 911 calls or seemed afraid to deal with a situation upon arriving at the scene of a crime were frequently mentioned. Further charges that they mistreated residents by not showing proper respect, to often the very callers reporting the crime, was also recurrently brought up. 911 operators were also charged with this same form

of disrespect. A few residents had actually witnessed random acts of police brutality, and the great majority seemed to perceive the police in an untrusting manner. The issue of racism in the Minneapolis police department was constantly mentioned, as many residents complained that police behavior is often very prejudiced. Some believed that they were too scared to go after the larger drug houses, others cited an unwillingness to deal with situations and a reluctance to hand out blue cards to acknowledge that a crime had occurred. Visibility was another issue, as residents grieved the lack of police patrols in Jordan.

## 2. Possible Strategies:

### 1. Prostitution

> A program like the 'Corner by Corner' campaign run by Hawthorne, whereby community members walk the streets where prostitutes are most commonly active, with signs and banners, causing the prostitutes to leave the area.

> A program like the 'Flush the Johns' campaign run by Hawthorne, similar to the 'Corner by Corner' campaign, but focused upon the 'johns'.

> Putting up bright day-glo signs with anti-prostitution slogans in areas where prostitutes are most active.

> Police raids, whereby officers would bust and take downtown all of the women suspected and caught prostituting on a given day or night.

> Publishing the names of the caught 'johns' in the

newspaper.

- > Having towed the cars of caught 'johns'.
- > Sending letters to the homes of caught 'johns'.
- > Active confrontation.
- > Improvement of the lighting in prostitution areas.
- > Get police to push and isolate it to one corner.
- > Research what other neighborhoods, such as Whittier, Hawthorne and Powderhorn, have done to fight prostitution.
- > Talk to local anti-prostitution groups in the Twin Cities, such as WHISPER, PRIDE, and Southside, see what research they have done on the issue.
- > Talk to businesses on Broadway about the state of prostitution on the street, both now and in the past.

## 2. Gunshots

- > Send out flyers with other police numbers to call, besides for 911.
- > Ask community members to call the police, as well as other neighbors, if shots are heard, no matter what, as enough calls from the same area could garner a police response. On a larger scale, enough calls from the Jordan area over the course of the year, could lead to more squads patrolling the area.

> Compare 911 police response between other communities and Jordan.

### 3. Loud noise

> Same things as listed above for gunshots.

> Confront loud neighbors, alone, or in groups (with other neighbors or block club members).

> Send out pamphlets with city noise ordinances.

> Writing down the license plate numbers of cars with boomboxes.

> Contacting the landlord if a house has been reported to 911 enough times.

> Confront businesses (ie. - Broadway/James car wash).

> Get business owners, particularly late-night convenience store owners to not sell to people with boomboxes in their cars.

> The new 'Public Nuisance Ordinance' that will probably go into effect in January that would act as a means for reporting and holding accountable, loud neighbors.

> Research loud noise ordinances.

> Sending group letters to loud neighbors.

### 4. Drug Dealing

- > Have landlords better screen their tenants.
  - Form a rental property owners group.
  - Give landlords incentive to be more aware of their tenants.
  - Make landlords accountable to be rental property licensed.
- > Hold vigils in front of crack houses.
- > More cooperation between undercover cops and tenants of houses nearby outdoor drug dealing or staked-out drug houses.
- > More cooperation between police and tenants to get to the pusher.
- > More neighborly surveillance cooperation.
- > Improve the lighting in drug dealing areas.
- > Get police to push and isolate it to one corner.
- > Work to make the notice for when a tenant must evacuate less than thirty days.

## 5. Police Accountability

- > Forge ties between both individuals and community organizations with police officers.
- > Make them come to block club, SAFE, CARE and JACC meetings.

> Work to establish civilian/police council to bring police officers to, for review.

> Work with police to assure that they will listen to residents' surveillance of drug houses (ie.- license plate numbers)

> Petition, protest police treatment of residents.

> Complaint board at the substation.

> Camera surveillance by residents of police behavior.

#### 6. Miscellaneous

> Put up 'NO LOITERING' signs in public areas.

> Multi-pronged approaches - from Neighborhood Watches to registering bicycles to putting up more Jordan Area Community Council stickers - efforts that would make people more conscious of the neighborhood they live in.

> Send out door to door 'crime alert' pamphlets to warn about criminals on the loose.

> 'Personal Safety Workshops' whereby inspectors come together with citizens to educate them on crime issues and occasionally update residents on specific crime investigations.

> Fining parents who are unaware of the whereabouts of their children.

> Tenants should work with neighbors to shovel each

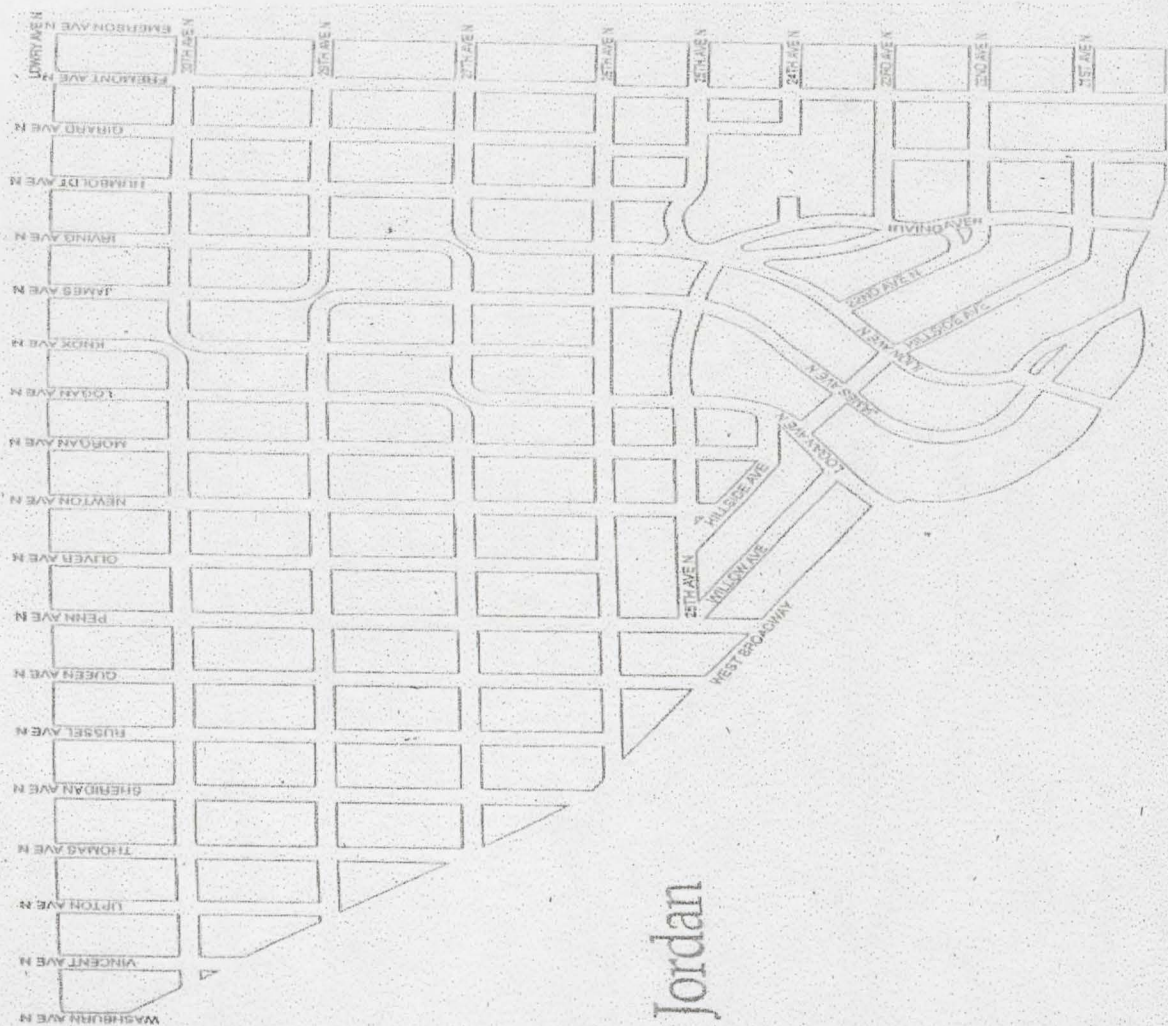
other's driveways, mow each other's lawns, and take in each other's newspapers and mail, to make the house seem lived in and less of a potential house to be broken into, as well as to maintain the appearance of the neighborhood.

Paggy,

This small report accompanies  
the large report. I didn't  
give it a number.

what do you think? I need  
a number call it NPK 1133a  
- Vanessa





# JACC

Jordan Area Community Council  
THE SCHOOL SITE HOUSE MOVING PROJECT: A REPORT



## Introduction to JACC and the School Site House Moving Project

Jordan Area Community Council (JACC) is a neighborhood organization in north Minneapolis, with the stated mission of 'organizing people, knowledge, and capital for the collective empowerment of Jordan residents'. Jordan's boundaries are defined as the areas enclosed by Lowry, Emerson and West Broadway Avenues in North Minneapolis. The total population of Jordan based on the 1990 census is 7,752 and the number of households are 2,713.

JACC has a strong commitment to organizing the community around issues defined by the community. Jordan's primary activities concerning housing are:

- Improving and maintaining housing stock
- Reducing vacant lots
- Funding loans for revitalization and
- Encouraging home ownership

To operate, JACC does both formal and grass roots fundraising. In addition to the issues work, that is central to JACC's existence as a community organization, JACC is involved in activities such as Neighborhood Watch, Block Clubs, a monthly newsletter and a bi-monthly flyer.

## Introduction to the School Site House Moving Project

One of the key community issues taken up by JACC in 1998-99 was the School Site House Moving Project. This project was the first of its kind for both JACC and the City of Minneapolis that brought about many challenges and mixed responses.



Figure 1: House Move in progress, August 1998

The School Site House Moving project in Jordan was initiated in October 1997, when the Minneapolis Public Schools (MPS) announced its intention to build a school (K-8) in the Jordan Neighborhood.

The proposal brought in a great opportunity for the neighborhood in terms of addressing problems of properties located within and near the school site, improvement in the quality of life, and the benefits of a school in close proximity for its residents. However the primary issue was the availability of space for a project of this magnitude. A feasibility study was done by a professional architecture firm (The Kodet Architecture Group), for the MPS and it was estimated that in terms of space, a minimum of one block in the neighborhood would be required.

The location chosen for the project was next to the Jordan Park, between 29<sup>th</sup> and 30<sup>th</sup> Av. N; and Irving and Humboldt Avenues. The rationale for choosing this site was its proximity to the park, which could now be better used when the school is finished. See figure 2 for location on map.

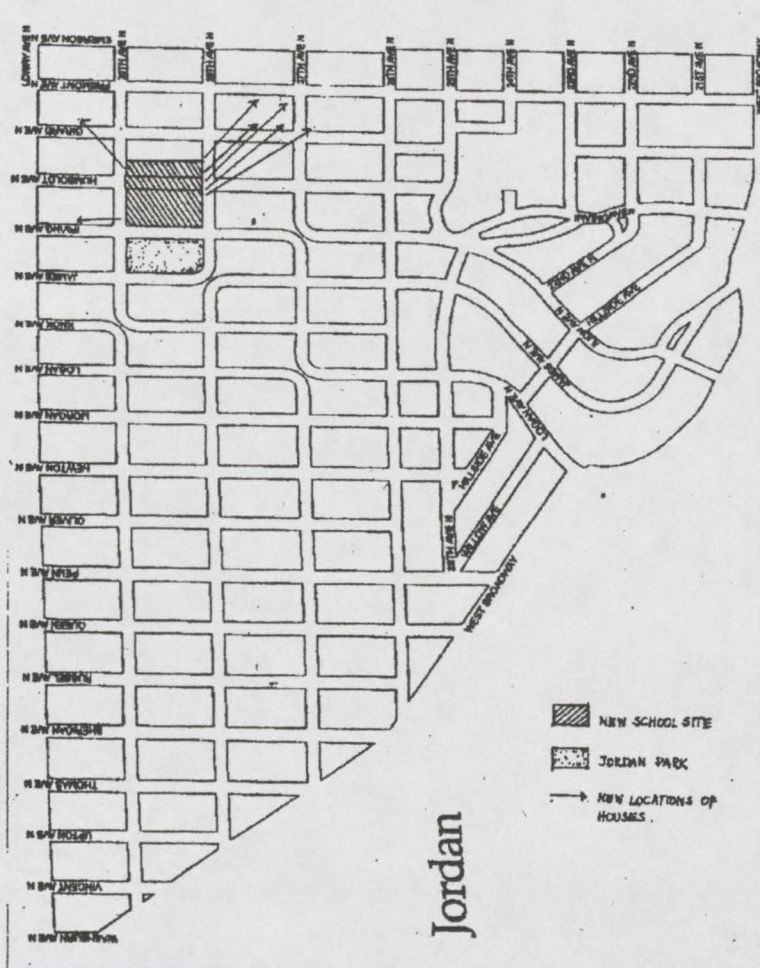


Figure 2: Jordan neighborhood location map



## Main Issues in the Project

The main issues in this house moving project were:

- Site selection and process, for the new school
- Finances and funding for the house moves and home improvements
- Coordination between funding, implementing and overseeing agencies
- Time frame for the project
- Focus group meetings within JACC

## Key Players in the Project

The relocation of homes in the Jordan neighborhood to make the new public school was made possible through a collaboration between community organizations, non-profits and government agencies. The figure below explains a complex web of interrelationship between the various agencies.

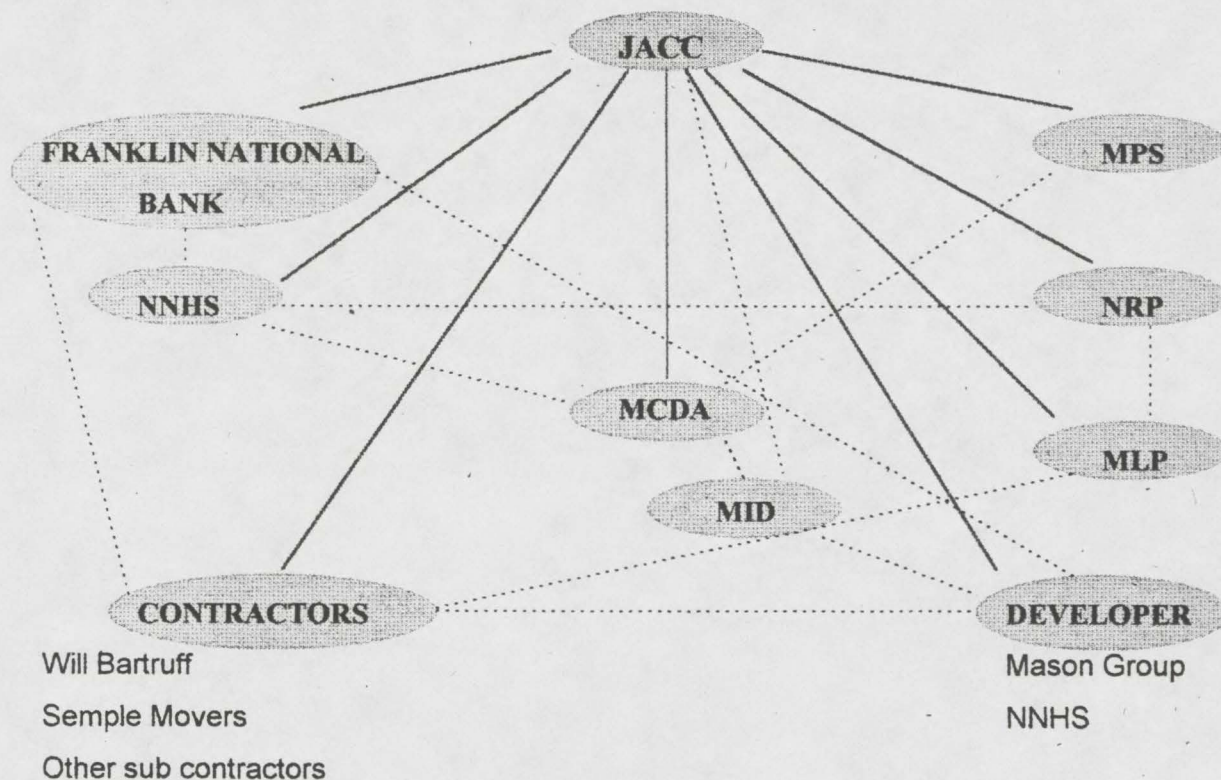


Figure 3: A complex web of interrelationships

- Jordan Area Community Council (JACC)

Jordan Area Community Council (JACC) is the grassroots neighborhood organization that represents the residents of Jordan neighborhood. The figure below shows the organizational structure of JACC.

#### JACC ORGANIZATIONAL STRUCTURE

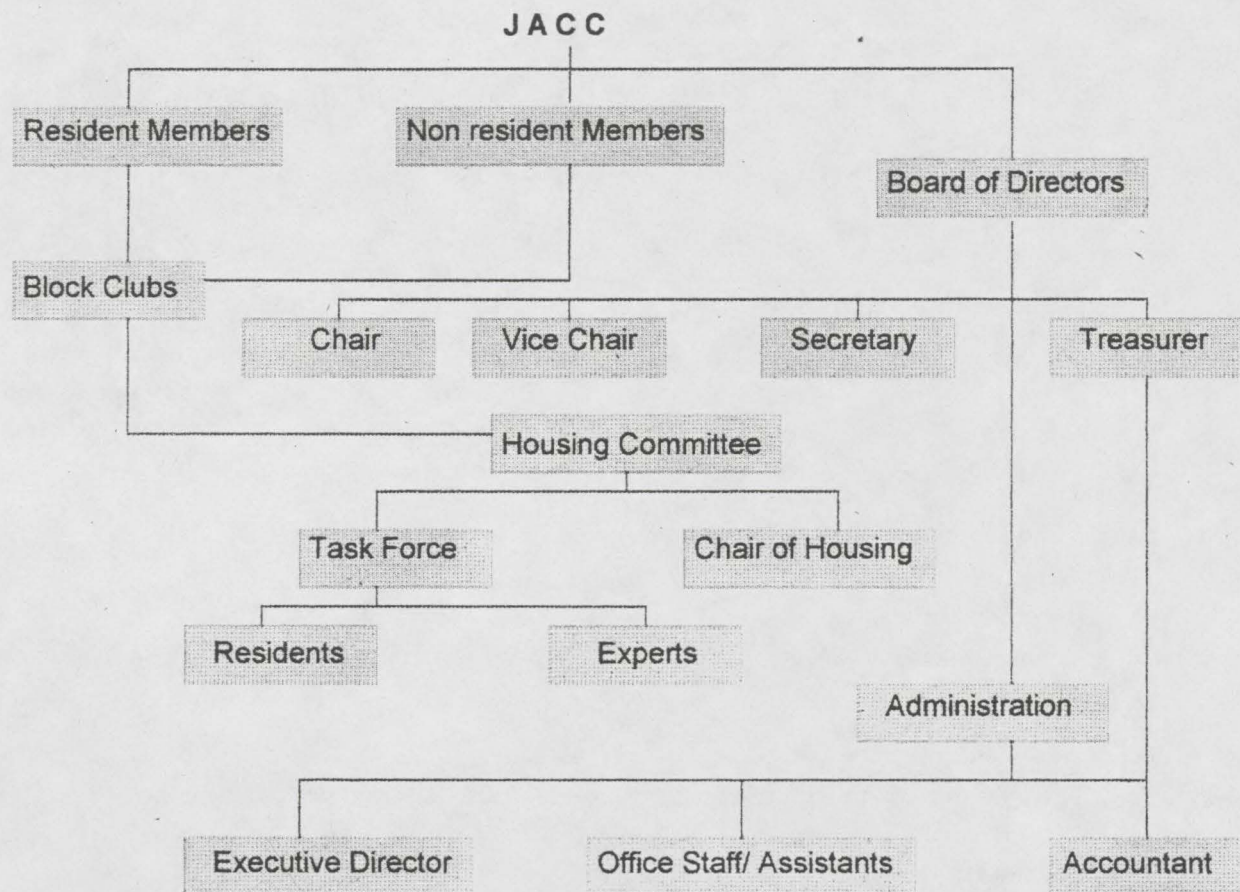


Figure 4: JACC Organizational Chart

- Minneapolis Community and Development Agency (MCDA)

MCDA is the development arm of the city government. MCDA purchased the lots located at the school site on behalf of Minneapolis Public Schools. Homes moved from the site will be relocated on vacant MCDA owned properties and sold for redevelopment.

- Neighborhood Revitalization Program (NRP)

A program started by the city of Minneapolis, to develop and implement a 20 year plan in each neighborhood. Jordan's current housing plan was developed around this and will be



funded partially by NRP funds. The NRP helped facilitate the partnership that made this project possible. In addition NRP financed demolition and clearing of the lots to which the homes are being moved.

- **Northside Neighborhood Housing Services (NNHS)**

Northside Neighborhood Housing Services is a non profit organization that administers Jordan's loan programs. NNHS has provided services such as mortgage counseling and lending to residents displaced by the new Jordan School. NNHS will market the relocated homes, provide home ownership assistance and purchase or rehab opportunities for home buyers.

- **Minneapolis Public Schools**

Minneapolis Public Schools (MPS) is the city agency concerned with the local education system. The MPS initiated the decision to build a K-8 school in the Jordan Neighborhood. The school is scheduled to start functioning in Fall 1999.

- **Mason Group and D.C. Thayer Construction**

Mason Group and D.C. Thayer Construction partnered with JACC to purchase and redevelop up to thirteen houses initially. It is now doing the same for three of the total seven houses moved.

- **Minneapolis Inspections Division (MID)**

The City's Inspection Division will conduct inspection of the homes before relocation occurs. Each house will comply with the Housing Maintenance Code before it is placed on the market.

- **Contractors**

Project Coordinator Will Bartruff, the main general contractor and consultant was hired by JACC to coordinate the whole project. Semple Movers were the main contractors responsible for the actual house move and excavation. Hendrickson for basements and slabs, Mike Kirk for carpentry, Master Craft for landscaping and RJ Miller for plumbing.

- **Minneapolis Lead Program**

The Minneapolis Lead Program will address any lead hazards present in homes relocated. The City's 10,000 Windows program will line or replace existing windows covered with lead based paint and work with contractors to address other interior and exterior lead hazard issues.

- **Franklin National Bank**

The bank in Minneapolis that extended a line of credit for this project.

### *The Process on a Time Scale*

The table below explains the timing of the major events in the project life cycle. Though the project was initially scheduled to be completed in six months, it has finally ended up taking twenty-four months since the idea was first put forward.

<b>Month/Year</b>	<b>Major Event(s) in project cycle</b>
October/ 97	Idea first mooted
January/ 98	Meeting in JACC to explore issues
March/ 98	MPS appraisal of the project completed JACC's Discussion with MCDA
April/ 98	JACC discusses project with NNHS and SNHS
May/ 98	Discussion on finances and funding with NRP MCDA relaxes 'code' compliance for 'to be moved houses'
June/ 98	Will Bartruff hired as contractor/ consultant for the project Victor Raymond (Executive Director for JACC) and Will Bartruff meet with Moving companies Minneapolis Lead Program to do 10,000 windows Developers, The Mason Group involved in the project.
July/ 98	NRP gives the green light signal, initial funding solved MCDA requires complete 'code compliance' Confusion on the process of 'Title Transfer' of the properties. JACC and MCDA engaged in intense discussion over the month
August/ 98	The actual 'House Move' completed in two weeks MCDA has reservation on Will Bartruff's ability to complete the project Project Appraisals to be completed for this period not completed by JACC JACC signs purchase agreement with The Mason Group
September/ 98	JACC realizes the bad financial situation as the bills come in, paying up becomes the main issue Will Bartruff moves 3 houses at his cost Problems with 'entry permits' into the new sites NNHS is involved by JACC to manage finances
October/ 98	MCDA to purchase 2717 Girard under the Home Ownership (HOW) Project NRP requires a new drafted plan for proposed additional funds Focus group meetings within JACC to take stock of the situation
November/ 98	Executive Director in JACC leaves on vacation as issues get complicated Char Perry, the new Housing Coordinator takes over the coordination of the House Moving Project
December/ 98	House Moving Task Force meet with staff of NNHS for action on finishing the project
January/ 99	NRP Money comes through NNHS agrees to work with JACC on this project, accept to work without fees Documentation required by NRP from JACC for additional funds is delayed
February/ 99	Fallout with the Mason Group as MCDA requires them to sign a Redevelopment contract Work in progress on finishing the project
March/ 99	Mason Group threatens to sue JACC Mason Group issue solved by JACC reducing the sale price by \$2000 per property
April to August /99	Progress on finishing of the project Closure and sale of all the properties expected



### The Financial Situation

The financial situation is based on an analysis of the spreadsheets worked out by NNHS. The following is the financial summary as on March 31, 1999.

#### Costs

House Move Expense <sup>1</sup> (10 houses, 3 of Will Bartruff's)	\$ 241,196.27
Rehabilitation costs <sup>2</sup>	\$ 516,283.59
<b>Total JACC obligation</b>	<b>\$ 776,133.86</b>

#### Revenues

Sale of properties	\$ 226,000.00
Miscellaneous <sup>3</sup>	\$ 93,851.00
<b>Total revenues</b>	<b>\$ 319,851.90</b>

<b>Grand total Gap Obligation</b>	<b>\$ 456,281.96</b>
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#### Funding sources

NRP Plan 6/98	\$ 200,000.00
GO Bond Funding	\$ 125,000.00
Other revenues	\$ 80,000.00

#### **Summarized Project Proforma**

Acquisition GAP	\$ 400,906.16
Property Acquisition	\$ 246,000.00
Garage & Slab/Drive	\$ 84,000.00
Rehabilitation costs	\$ 389,518.00
Contingency <sup>4</sup>	\$ 47,351.80
Appliances	\$ 10,500.00
Window blinds/ cleaning	\$ 4,550.00
Marketing	\$ 15,189.00
Appraisal	\$ 2,275.00
Points	\$ 4,270.00
Interest during construction	\$ 24,500.00
Property taxes	\$ 0.00
Closing costs	\$ 15,400.00
Insurance during construction	\$ 6,300.00
Utilities during construction	\$ 6,300.00
Maintenance	\$ 2,100.00
Developer's fee	\$ 56,000.00
<b>Total</b>	<b>\$ 914,253.80</b>
<b>Property Average</b>	<b>\$ 130,607.69</b>

<sup>1</sup> House move expenses include, moving costs, line drops, tree trimming and general carpentry. (See detailed spreadsheet)

<sup>2</sup> Rehabilitation costs include the basement mechanicals, exterior repairs, site work and soft costs which include administration and insurance.

<sup>3</sup> Miscellaneous revenues include money paid by Will Bartruff towards the cost of moving 3 houses.

<sup>4</sup> Contingencies are 10% of garage and rehab costs



## Final Note

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The timeline for the project indicates that JACC will sell the remaining properties and houses shortly, which will bring the project to a close. It is important at this stage to take stock of what has been achieved in this project. The single most dominating issue in this project is the financial management. The fact that the project cost approximately 95% more than its original estimate is overwhelming.

## *Tangible and intangible costs and benefits*

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While taking stock of the project, it is important to understand that this project involves both tangible and intangible costs and benefits. An intangible cost or benefit is that which cannot be quantified in the literal sense. For example, an intangible benefit of this House Move Project, is that it improves the quality of the neighborhood, through a retention of the better housing stock. Although these intangible entities cannot be expressed in figures, its value cannot be dismissed.

The table below explains in a concise manner some of the tangible and intangible costs and benefits of the House Move Project. For technical purposes, the returns JACC gets from this project is the difference between costs and benefits.

(Returns = Cost - Benefit)

In this case returns cannot be quantified as intangible entities are involved.

## *Matrix of Costs and Benefits*

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With the project nearing an end, the returns of this project from JACC's perspective can be technically measured as:

$$\text{Returns} = \text{Costs} - \text{Benefits}$$

### Costs

#### **Tangible**

- Monetary \$ 776,133.86), 03/31/99
- Services
- Time

#### **Intangible**

- JACC's reputation with various agencies and contractors
- Jobs
- Over time
- Bad vibes
- Personal losses

### Benefits

#### **Tangible**

- NRP Money
- Close property from MCDA
- New school in neighborhood

#### **Intangible**

- Better neighborhood
- Retain traditional housing stock
- Vacant lots filled
- Park better used now, with the new school in close proximity
- Jordan's credibility with commitments
- Experience in implementing a project of this scale and nature

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